



Consolidated NMOS

Consolidated Network and Mission Operations Support (Consolidated NMOS)

Orientation



Consolidated NMOS

Agenda

- **Introduction**
- **Contract Consolidation**
- **Performance-based Contracting**
- **Service Level Agreements/General Support Agreements**
- **Benefits and Opportunities**



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Introduction

- **In March of this year, Art Fuchs held an all hands meeting to communicate changes taking place in NASA and Code 500.**
- **These changes were outlined in the *MO&DSD Newsletter*.**
- **ATSC and CSC Management subsequently held all hands meetings to communicate how these changes are affecting the Code 500/800 contracts.**



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Bottom Line = Big Changes

- Stronger leadership.
- Organizational changes.
- Changing responsibilities.
- More competitive.
- More teamwork.
- Less cost / fewer people.

Not business as usual.



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NASA Restructuring Requirements*

- A1. Cut out duplication and overlaps, and consolidate.**
- A2. Turn over tasks that NASA doesn't have to do to private sector.**
- A3. NASA will do less; prime contractors will do more.**
- A4. Privatize and commercialize where appropriate.**
- A5. Change regulations to work more efficiently and effectively with contractors.**
- A6. Cut back operations budget by turning over operations to private sector.**
- A7. Emphasize performance-based objective contracting.**

***D. Goldin Statement to House Appropriations Committee on March 28, 1995.**



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Zero-Base Review Team Requirements*

- B1. Each field center will have a primary mission corresponding to one of the five strategic enterprises.**
- B2. Full program costs will be identified and managed more effectively.**
- B3. Aerospace operations will be performed by contractors.**
- B4. Outsourcing and commercial services will be maximized.**
- B5. Agency activities and operations will be standardized.**
- B6. Commercially available products will be used as appropriate.**

***NASA Press Release 95-73 dated May 19, 1995.**



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Derived Requirements

| Derived Requirement | Source Requirement |
|---|--------------------|
| <ul style="list-style-type: none"> • Consolidate current contracts. | A1 |
| <ul style="list-style-type: none"> • Early in the implementation, provide a significant cost reduction to NASA compared to current approach | A1, A6, B2 |
| <ul style="list-style-type: none"> • Develop a strategy for continuous cost reduction over the life of the contract | A1, A4, A5 |
| <ul style="list-style-type: none"> • Reduce NASA's involvement in daily operations | A2, A3, A6, B3 |
| <ul style="list-style-type: none"> • Provide a smooth transition to new environment with no interruption of service to NASA or its customers | A2, A3 |
| <ul style="list-style-type: none"> • Restructure contracts to emphasize performance-based contracting | A7 |



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Contract Consolidation



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Consolidation Goals

- **Combine Network and Mission Operations Support (NMOS), Systems Engineering and Analysis Support (SEAS), and Wallops Operations and Maintenance (WOPS) contracts into one Consolidated NMOS contract.**
- **Meet NASA's reduced budget goals.**
- **Flatten organization.**
- **Maintain level of service.**
- **Eliminate duplicative and overlapping functions within and among numerous contracts.**
- **Consolidate management, contract, and technical support functions.**
- **Improve interface processes.**
- **Enhance standardization.**



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Consolidation Activities

- Who?** • Code 500/800, ATSC, and CSC managers and supervisors will receive this orientation first. All other employees will receive the same orientation.
- What?** • There are 5 Joint NASA/Contractor Teams that are leading activities:
- Program Management Team: Oversees other team activities and coordinates NASA high-level requirements.
 - Communications Team: Provides training and orientation.
 - Scope of Work Team: Defines Service Level Agreements.
 - Operations Transitions Team: Develops Phase-in Work Packages and defines SLA and GSA roles and responsibilities.
 - Procurement Team: Oversees contract consolidation.



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Consolidation Activities (Cont)

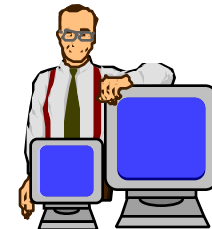
| | |
|----------------------|--|
| <i>When?</i> | <ul style="list-style-type: none">• We are currently in the pre-consolidation phase.• Consolidated NMOS will run through the duration of NMOS and SEAS contracts (9/30/97). |
| <i>Where?</i> | <ul style="list-style-type: none">• There are no plans for relocations during Consolidated NMOS. |
| <i>How?</i> | <ul style="list-style-type: none">• Tripartite Agreement among Code 500, ATSC, and CSC.• Modify NMOS contract to include SEAS and WOPS. |
| <i>Why?</i> | <ul style="list-style-type: none">• Taking proactive steps to respond to NASA requirements.• Help NASA achieve budget goals. |



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Communication Initiatives

- All Hand Meetings.
- Consolidated NMOS Orientation Presentation.
- Consolidated NMOS Newsletter.
- Consolidated NMOS Questions Form.
- Consolidated NMOS Question/E-Mail Suggestion Box.
- Periodic Town Meetings.
- Electronic Bulletin Boards.
- Training.





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Consolidated NMOS Communications

- Consolidated NMOS orientation will be presented to all employees.
- Other team presentations will be scheduled as issues are finalized.
- Two vehicles for submitting questions regarding Consolidated NMOS

– Consolidated NMOS E-Mail Question/Suggestion Box to:

InfoNMOS@strfleet.gsfc.nasa.gov

InfoNMOS@LSKMP002.atsc.allied.com

InfoNMOS@cscgt.gsfc.nasa.gov

– Consolidated NMOS Questions Form to:

**B.J. Hayden/NASA
GSFC/Code 532.2**

**Janis Stengle/ATSC
GCP A1D28**

**Michele Bissonette/CSC
GreenTec II 21A**

- Questions will be addressed by the appropriate Joint NASA/ Contractor Team.



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Summary of Phase-in Activities

| ID | Task Name | Duration | Quarter | | 2nd Quarter | | | 3rd Quarter | | |
|----|---|----------|---------|-----|-------------|-----|-----|-------------|-----|-----|
| | | | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| 1 | Master Transition Work Plan Draft | 25d | ▼ | ▶ | ▼ | | | | | |
| 2 | GSFC, SEAS, and WFF Ops SOWs Review | 1d | ▼ | | | | | | | |
| 3 | All CNMOS Teams Chartered | 1d | ▼ | | | | | | | |
| 4 | Develop List of SLAs | 25d | ▼ | ▶ | ▼ | | | | | |
| 5 | Develop/Deliver Program Management SLA | 17d | | ▼ | ▶ | | | | | |
| 6 | TDAC SLA Presentation | 19d | | ▼ | ▶ | | | | | |
| 7 | Generic Mission SLA | 28d | | ▼ | ▶ | ▼ | | | | |
| 8 | PMT Review of Master Transition Plan | 1d | | ▼ | | | | | | |
| 9 | SLA/GSA Definitions | 45d | | | ▼ | ▶ | ▼ | | | |
| 10 | SLA/GSA Owner-Manager Identified | 1d | | | ▼ | | | | | |
| 11 | SLA List Approval | 11d | | | ▼ | ▶ | | | | |
| 12 | Phase-in Work Package #n Draft | 44d | | | ▼ | ▶ | ▼ | | | |
| 13 | GSA Structure/List | 1d | | | ▼ | | | | | |
| 14 | Personnel Orientation (by CT) | 5d | | | ▼ | | | | | |
| 15 | Begin Phase-in Period | 1d | | | ▼ | | | | | |
| 16 | Develop Key Mission SLAs | 36d | | | ▼ | ▶ | ▼ | | | |
| 17 | Scope of Work Team Guidance to SITs | 78d | | | ▼ | ▶ | ▶ | ▶ | ▼ | |
| 18 | SLA Owner/Manager Training Complete | 1d | | | | ▼ | | | | |
| 19 | Staffing and Orientation Complete | 1d | | | | ▼ | | | | |
| 20 | SLA Metrics Requirements Finalized | 1d | | | | | | ▼ | | |
| 21 | PMT Phase-in Approval | 19d | | | | | | ▼ | ▶ | |
| 22 | SLA Training for All Employees Complete | 1d | | | | | | | ▼ | |

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Performance-based Contracting



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Performance-based Contracting

“ Performance-based contracting means structuring all aspects of an acquisition around the purpose of the work to be performed as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work.”

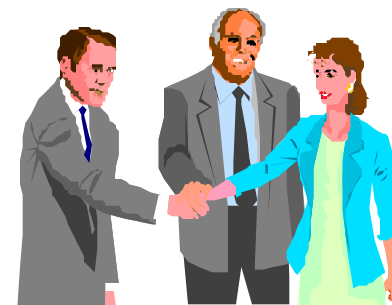
OFP Policy Letter 91-2, Service Contracting



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Performance-based Contracting (Cont)

- **Performance-based Contracting means:**
 - **Customer holds contractor accountable only for end results as agreed to in established metrics.**
 - **Metrics are established up front for contract evaluation.**
 - **Services and products are provided at or below the agreed to price.**
 - **Contractor is encouraged to cut costs.**
 - **Not a “best efforts” contract.**





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Streamline NASA/Contractor Interfaces

- **Performance-based Contracting interfaces:**
 - **NASA/Contractor direction and reporting will occur at higher levels.**
 - **Contract will call for specific products and services.**
 - **NASA will evaluate products and services against established metrics.**
 - **Metrics for contract performance may be refined.**





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Redefine NASA/Contractor Roles

**Turn over routine Operations
to contractors.**

**NASA specifies *what* -
contractor determines *how*.**

**Redefinition of activities
for Civil Servants
and contractors.**

**NASA specifies metrics -
contractor delivers a product
or service.**



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Redefine NASA/Contractor Roles (Cont)

- **NASA Roles:**
 - **Perform research and development.**
 - **Perform hands on end-to-end ground systems development for selected complex missions.**
 - **Perform in-house development and application of new technology.**
 - **Identify and pursue new business opportunities.**
 - **Provide systems acquisition.**
 - **Define advanced missions.**
 - **Provide Consolidated NMOS oversight.**
 - **Establish requirements and metrics.**
 - **Act as SLA owner.**
 - **Perform evaluation on end results.**
 - **Manage Consolidated NMOS budget.**
 - **Serve as primary NASA customer interface.**
 - **Continue to hold ultimate responsibility to end user.**



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Redefine NASA/Contractor Roles (Cont)

- **Contractor Roles:**
 - **Operations and Maintenance.**
 - **Engineering.**
 - **Development and Sustaining Engineering.**
 - **Project and Mission Management.**
 - **Consolidated NMOS Program Management.**
 - **R&D Support if required (Advanced Engineering, Research, SETA).**



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Service Level Agreements and General Support Agreements



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Work Authorization Mechanisms

All work performed under the NMOS contract shall be assigned or amended by NASA Technical Area Owners (TAOs) using the NMOS contract Technical Directive (TD) mechanism for work within the scope of the NMOS Statement of Work. The assigned work will be packaged into Service Level Agreements (SLAs) and General Support Agreements (GSAs).



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SLAs and GSAs

- **Identify services/products to be delivered.**
- **Specify schedule for delivery of services/products.**
- **Specify a target price for services/products following negotiations between the government and the contractor.**
- **Have a government “owner” and a contractor “manager”.**
- **Must be approved by Technical Officer and Contracting Officer before work is authorized to begin.**
- **Result in contractor issuing one or more SLA/GSA Authorization Orders (SAOs) to authorize one or more managers to plan and perform the work.**



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SLAs

- SLAs define metrics used to assess performance of SLA.
- SLAs are used when
 - Requirements, products, services, and schedule are well-defined;
 - work is to be performed entirely by the contractor; and
 - performance can be evaluated through the defined metrics.
- SLAs may consist of a series of “mini-SLAs”, such as for a series of related missions. In such cases, the definition of a mini-SLA is the same as an SLA.

GSAs

- GSAs are evaluated using current award fee process.
- GSAs are used when
 - Requirements, products, or services are *not* well-defined;
 - work is to be performed by the contractor *in collaboration with NASA or another contractor*; or
 - performance *cannot* be evaluated through defined metrics.
- GSAs and their target prices may be combined with other GSAs to form a GSA Pool within a functional work element. In such cases, contractor evaluation is at GSA Pool level.



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SLAs and GSAs

- **SLA structure:**
 - **Program Management: SLA1.**
 - **Tracking and Data Acquisition and Communications: SLA2.**
 - **Mission SLAs assigned by mission series for end-to-end mission responsibility.**
- **Work that cannot be written as an SLA will be assigned via General Support Agreements (GSAs).**
- **Technical Area Owners will determine within their technical area what portion of the work will be an SLA or a GSA.**



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Benefits and Opportunities



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What's in it for NASA?

- **Removes many barriers to cost savings.**
- **Provides single NASA/Contractor interface per SLA working jointly towards common goals.**
- **Aligns contractor role with agency's strategic direction.**
- **Allows NASA to focus on their core competencies because ATSC/CSC team will provide routine services.**
- **Frees Code 500/800 resources to address development and application of new technology.**
- **Helps meet budget reductions without impacting service levels.**
- **Simplifies contract management.**
- **Places NASA in a position to offer cost effective solutions to its customers.**



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What's in it for Me?

- **Opportunity to gain new skills.**
- **Opportunity to gain more control of our own work processes.**
- **Opportunity to be more innovative in how we do our work.**
- **Opportunity to identify new career options and flexible assignments under new structure.**
- **Opportunity to be recognized by our customers as leaders.**
- **Opportunity to work as a team to simplify interfaces and share experiences.**
- **Opportunity to facilitate one of the most challenging culture changes in the NASA - Contractor relationship.**
- **Opportunity to operate in an environment of new technology.**



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How Does it Affect Our Work?

NASA tells contractor *what* they want, contractor determines *how* it gets done.

- **Affects the *content* of NASA work:**
 - **New focus on business development.**
 - **More development of new technology.**
 - **Increased application of new technology.**
 - **More building of new capabilities for missions.**
- **Affects the *way* the contractor works more than the *content* of the work itself**
 - **Increased teamwork.**
 - **More cross-organizational teams.**
 - **Increased emphasis on metrics.**
 - **Increased contractor responsibility.**
 - **Less direction from NASA.**
 - **New focus on increasing savings.**



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What Hasn't Changed?

- **Our vital role in helping our customer achieve its mission.**

- **Our ability to lead change.**

- **Our commitment to excellence.**



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What Can I Do to Help?

- **Keep up the good work!**
- **Spend energy on solutions.**
- **Be flexible and keep an open mind.**
- **Take personal responsibility.**
- **Keep learning.**
- **Have faith in the opportunities.**
- **Be supportive.**
- **Be patient.**

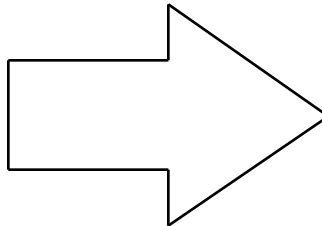




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Next Steps

**Phase-in to be
completed
~July 31, 1996.**



- **Identify SLA owners and managers.**
- **Finalize organization.**
- **Write SLAs.**
- **Finalize Phase-in Work Packages.**
- **Implement Transition Plan.**
- **Conduct Training.**

Consolidated NMOS is a work in progress.



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